Aboriginal Affairs and Northern Development

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2001 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at April 3, 2001 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
April 10, 2001

ABORIGINAL AFFAIRS

VISION

An Alberta where Aboriginal cultures are respected and Aboriginal people participate fully in the Alberta Advantage.

MISSION

To lead the development of government-wide strategies and policies to improve the well-being and self-reliance of Aboriginal people and to guide Alberta's relations with Aboriginal governments, communities and organizations, and other partners.

CORE BUSINESS

The government's priority commitment to Aboriginal people is reflected in the creation of a Ministry of Aboriginal Affairs and Northern Development. The Ministry will:

- provide leadership in the management Alberta's relationships with Aboriginal governments, communities and organizations.
- coordinate strategies in close cooperation with other Alberta ministries, as well as strategic partnerships with Aboriginal governments, communities and organizations, private sector organizations, and other partners.

Key services provided by the department include the following:

- Coordinating Alberta's strategies relating to Aboriginal relations
- Providing information, strategic advice and policy analysis to Alberta ministries, other clients and partners
- Facilitating partnerships that enhance the well-being and self-reliance of Aboriginal governments, communities and organizations
- Administering Metis Settlements legislation
- Settling Indian land claims for which the Province has a responsibility

CLIENTS AND PARTNERS

The department serves the people of Alberta by working towards goals that advance the social and economic well-being of Aboriginal people in Alberta. The department's key clients are the Premier, Cabinet, Caucus, and other departments and agencies of the Alberta government. The work of the department involves partnerships with:

- Aboriginal governments, communities and organizations
- private organizations, institutions and businesses
- other Alberta government ministries
- other governments – federal, provincial, territorial and municipal

Aboriginal Affairs and Northern Development works with Aboriginal governments, communities and organizations to ensure their requests and views are heard within the Alberta government. The department also works with other Alberta ministries to develop policies and strategies to address the needs of Aboriginal people. This includes providing

guidance on appropriate protocol and consultation strategies with Aboriginal communities, as well as knowledge of, and sensitivity to, Aboriginal cultures in Alberta.

The department has a strong commitment to teamwork, both within the organization and in partnership with other ministries. The department recognizes that building cooperative relationships with clients and partners is critical to achieving its vision.

GOAL AND STRATEGIES

The department contributes to all three of the core businesses of the Government of Alberta: People, Prosperity and Preservation. The department's key goal is:

- To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.

GOAL 1: TO SUPPORT ABORIGINAL PEOPLE AND GOVERNMENTS IN ACHIEVING SELF-RELIANCE AND ENHANCED WELL-BEING

KEY RESULTS	STRATEGIES
1.1 A coordinated provincial approach to Alberta's relationship with Aboriginal people.	a) Work with other Alberta Ministries in developing the Government of Alberta's Aboriginal goal. b) Implement the cross ministry Aboriginal Policy Initiative by: • Assisting other Ministries to continue developing Ministry-specific Aboriginal strategies and measures for Ministry business plans and annual reports; • Developing, in consultation with provincial departments, First Nations and industry, guidelines for traditional use studies. • Working with other Ministries, First Nations and industry to develop appropriate procedures for consultation regarding development on public lands. • Working with other Ministries, the federal government and Aboriginal leaders to clarify federal, provincial, and Aboriginal roles and responsibilities in Alberta. c) Implement the government-wide Aboriginal Policy Framework with Aboriginal governments and people to address socio-economic, natural resource, governance and responsibility issues. d) Promote government-to-government relationships and initiatives with Aboriginal governments. e) Assist provincial departments and the private and public sector in establishing and maintaining constructive relationships with Aboriginal communities and people. f) Acquire, prepare and distribute Aboriginal-specific data for internal use by provincial departments, Aboriginal governments and organizations, other governments and agencies, the private sector, academic institutions and the public. g) Coordinate Alberta's participation in discussions with federal/provincial/territorial governments and national Aboriginal organizations to help Aboriginal communities in Alberta benefit from national-level initiatives (e.g., enhancing Aboriginal participation in the economy). h) Promote cross-cultural awareness and understanding.
1.2 Increased self-reliance and well-being of Aboriginal communities and people.	a) Work with other Ministries, representatives from industry, Aboriginal organizations and, where appropriate, the federal government to develop a cross-government Aboriginal Capacity Building Strategy. b) Work with Aboriginal governments/organizations to develop policies, strategies and capacity to deliver and be accountable for programs and services within their communities, including the provision of funding and technical support. c) In consultation with other Alberta ministries, Aboriginal people and federal ministries, identify and develop opportunities for Aboriginal communities, organizations and the private sector to work together on joint initiatives. These initiatives may include joint ventures, that enable Aboriginal people to participate in educational, training and economic development opportunities such as involvement in international trade missions. d) Work with the Metis Nation of Alberta Association (MNAA) and provincial ministries to implement the 1999 MNAA Framework Agreement.

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1.3 Accountable, self-regulating, and self-reliant Metis Settlement governments.	a) Assist the Metis Settlements General Council to develop and implement business plans, including the reporting of accomplishments through appropriate performance indicators. b) With the Metis Settlements General Council, identify opportunities for greater federal government contributions to programs and services for Settlements. c) With the General Council, evaluate the progress towards appropriate governance models, management systems, and economic viability, for the Metis Settlements and for the General Council. Implement improvements to enable the Metis Settlements Transition Commission to be phased out by March 2002. d) Assist the Metis Settlements in developing legislative amendments to improve their governance structure.
1.4 Settlement of those Indian land claims for which the province has a responsibility in a way which is fair and equitable to all parties.	a) Proactively encourage the timely settlement of all outstanding treaty entitlement claims for which the Province has some obligation under the Natural Resources Transfer Agreement. b) Represent the province in all land claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries. c) Take steps to ensure that the interests of the province, municipalities, third parties and other stakeholders are respected. d) Coordinate the implementation of land claims settlement agreements and ensure that any obligations of the province have been met. e) In cooperation with Alberta Justice, manage Aboriginal land claims litigation in a way which best serves the interests of the Province.

In addition, the department continues to be committed to the goals of the government-wide Corporate Human Resource Development Strategy. The department is implementing a Human Resource Plan with a priority focus on leadership development and succession planning. There is a commitment to enhancement of the existing employee recognition program; the need to ensure that all employees have the skills necessary to achieve current and future goals; and to provide for an ongoing, effective performance management system. The department believes in continuous review and improvement of administrative and human resource management processes.

PERFORMANCE MEASURES/INDICATORS

Aboriginal Affairs and Northern Development has several methods of measuring its performance, including the following:

1. Reports on Department Performance
2. Secondary Indicators
3. Survey of Clients and Partners
4. Public Polling Data

1. REPORTS ON DEPARTMENT PERFORMANCE

The Department will report on performance by using available quantitative data and relevant qualitative data to assess progress. The Department will provide a detailed narrative record of its performance in its Annual Reports.

The Department will report on the strategies outlined under the Government of Alberta Business Plan's Aboriginal Goal (Goal 6) and the cross ministry priority (Aboriginal Policy Initiative).

The Ministry will work with all Ministries to improve the number of data sources with Aboriginal-specific data and the quality of that data. Improved data will be used by Ministries to report progress on improving the well-being and self-reliance of Aboriginal people.

The Department will undertake to develop and implement evaluations of pilot projects.

The Ministry will also provide Reports of the Metis Settlements Appeal Tribunal and the Metis Settlements Transition Commission.

2. SECONDARY INDICATORS

The Ministry will report on a number of secondary indicators that track economic and socio-demographic trends related to Aboriginal communities.

Aboriginal economic and socio-demographic data provide valuable information on the needs of the Aboriginal people in Alberta. This information will assist provincial Ministries in developing policies, programs and services to meet the needs of Aboriginal people and in monitoring the progress of these policies, programs and services. Information will be made available on request to Aboriginal organizations, industry, other governments and other partners.

3. SURVEY OF CLIENTS AND PARTNERS

The Department will undertake to develop and implement a survey of client satisfaction among Alberta Ministers, departments and agencies.

The Department will undertake to develop and implement a satisfaction survey among its partners including aboriginal leaders, governments, communities and organizations as well as private sector and other partners.

APPROVAL RATINGS: ABORIGINAL RELATIONS

Source: Environics 1991-1999

4. PUBLIC POLLING DATA

An important measure of how the Alberta government is performing in the areas of Aboriginal relations is public polling data that measures the performance of the provincial government based on the satisfaction level of Albertans. The polling data does not specifically rate the performance of the department, but tracks the performance of the whole government. However, the department does play an important role in supporting the Premier and his cabinet colleagues in achieving its Aboriginal goal.

Alberta's target is to maintain the government's public approval rating on Aboriginal relations on a par with the average of four other provinces (British Columbia, Saskatchewan, Manitoba, and Ontario). These are the provinces closest to Alberta in terms of geography, history, economic base, social patterns and Aboriginal populations. Alberta's Aboriginal relations approval rating in 1999 was 43 per cent versus a four-province average of 29 per cent and a federal government rating of 34 per cent (see graph at left).

GOVERNMENT-WIDE GOALS

Much of the Ministry's work relates to Goal 6 of the Government Business Plan for 2001-04:

Goal 6: The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

As well, Ministry strategies contribute to the realization of the following government-wide goals:

Goal 2: Our children will be well cared for, safe, successful at learning and healthy (AA outcome 1.2)

Goal 7: Alberta will have a prosperous economy (AA outcome 1.2)

Goal 8: Our workforce will be skilled and productive (AA outcome 1.2)

NORTHERN ALBERTA DEVELOPMENT COUNCIL BUSINESS PLAN

INTRODUCTION

The mandate of the Northern Alberta Development Council (NADC), as outlined in the Act of Legislature, is to "investigate, monitor, evaluate, plan and promote practical measures to foster and advance general development in northern Alberta and to advise the Government thereon." Northern Alberta includes 60% of Alberta's land mass and has 10% of the Province's population. It is resource rich, with 90% of Alberta's forests, 100% of Canada's oil sands development, nearly 40% of Alberta's conventional oil and gas activity, and 20% of Alberta's agricultural land.

The NADC reports to Cabinet through the Honourable Pearl Calahasen, Minister of Aboriginal Affairs and Northern Development. Gary Friedel, MLA for Peace River, chairs the ten member Council who all live and work in northern Alberta. Current Council members include:

Art Avery (Fort McMurray)	Berkley Ferguson (Athabasca)	Pete Merlo (Grande Prairie)
Sandra Cardinal (Kikino)	Ernie Isley (Cold Lake)	Michael Procter (Peace River)
Doris Courtoreille (Kinuso)	Gerald McIvor (Whitecourt)	Al Toews (Fort Vermilion)

VISION

Northern Alberta has tremendous potential for economic growth. Our vision is to build on these opportunities to achieve a strong northern economy by training northerners, capturing benefits from resource development, adding value to commodities, diversifying the northern economy and by addressing key northern issues.

MISSION

To advance northern development through regional initiatives in partnership with the private sector, community-based organizations and other government agencies.

CORE BUSINESSES

The NADC acts as a catalyst to raise awareness of northern issues and opportunities, and as a facilitator to identify and work toward solutions to northern constraints. We address our goals by consulting with representatives of key northern organizations; undertaking initiatives, often in partnership with other government departments or northern stakeholders, which promote opportunities and address barriers; increasing awareness of education and career options; and offering post-secondary student bursaries to support skill development for northerners. Northerners and others with an interest in northern development are kept informed of our activities through meetings, news releases, a regular newsletter, event advertising and updates on the NADC web site.

The NADC facilitates the development of a thriving and progressive northern economy based on the following goals:

- Receive input into, identify and share information on priority northern development opportunities and issues through the Council's consultation processes;
- Promote opportunities and address barriers to the north's development; and
- Increase northern skill levels.

GOALS AND STRATEGIES

Our business plan is dynamic, as strategies are continually strengthened and refined through the consultation processes. Strategies are pursued that are supported by northern organizations. The NADC is positioned to address emerging opportunities and issues on an ongoing basis, and to adjust strategies as necessary.

We measure our performance based on our three goals. Goal 1 is measured by evaluations distributed at consultation and information events. For Goal 2, clients and project partners who were involved in strategic initiatives under Goal 2 and/or programs under Goal 3 are surveyed. Programs under Goal 3 are measured based on program statistics collected during the year.

GOAL 1: TO RECEIVE INPUT INTO, IDENTIFY AND SHARE INFORMATION ON PRIORITY NORTHERN DEVELOPMENT OPPORTUNITIES AND ISSUES THROUGH OUR CONSULTATION PROCESS

STRATEGIES

- Consult with key community, business and government leaders.
  - host 4-5 small regional consultation forums per year across the north, including one public meeting.
  - meet individually with key stakeholders in northern development.
  - increase consultation in north-eastern Alberta through the new NADC office in Lac La Biche
  - gather input at NADC events.
- Conduct initial investigation of issues and opportunities with appropriate northern stakeholders and government departments. [Cross ministry initiative - Aboriginal Policy Initiative]
- Follow-up on the Challenge North: Planning For Progress 2000 conference, as well as plan for a Year 2003 Challenge North Conference.

PERFORMANCE MEASURE

	1999-00 Actual	2000-01 Target	2001-02 Target	2002-03 Target	2003-04 Target
% of participants who believe NADC consultation processes are an effective mechanism for input	94%	90%	Maintain 90%	Maintain 90%	Maintain 90%

GOAL 2: TO PROMOTE OPPORTUNITIES AND ADDRESS BARRIERS TO THE NORTH'S DEVELOPMENT

STRATEGIES

- Support the implementation of inter-jurisdictional initiatives such as the Alberta/NWT Memorandum of Understanding on Cooperation and Development and joint Federal/Provincial programs. [Cross ministry initiative - Economic Development Strategy]
- In partnership with others, promote northern development opportunities.
  - agricultural value-added, diversification and marketing strategies. [Cross ministry initiative - Economic Development Strategy]
  - tourism industry development. [Cross ministry initiative - Economic Development Strategy]
  - increased Aboriginal participation in the economy. [Cross ministry initiative - Aboriginal Policy Initiative]
  - non-energy mineral resource development. [Cross ministry initiative - Economic Development Strategy]
- Work with communities, businesses and others to identify and address transportation, telecommunications, infrastructure and other concerns. [Cross ministry initiative - Economic Development Strategy]
- Develop new initiatives as required.
- Provide information on northern Alberta in response to requests.

PERFORMANCE MEASURE

	1999-00 Actual	2000-01 Target	2001-02 Target	2002-03 Target	2003-04 Target
% of NADC project partners and clients who believe the Council's project work promoted an opportunity or addressed a barrier to northern development	94%	90%	Maintain 90%	Maintain 90%	Maintain 90%

GOAL 3: TO INCREASE NORTHERN SKILL LEVELS

STRATEGIES

- Increase students' financial capacity to access employment related post-secondary training.
  - offer return service bursaries through the NADC Bursary Program and Bursary Partnerships Program in occupations where there is a northern shortage. Coordinate delivery of Northern Student Supplement Assistance program with Alberta Learning.
  - continue to assess northern employers' occupation requirements; monitor and adjust bursary program focus to align with northern occupation shortages.
- Promote increased availability of training programs to meet northern employment needs and increase awareness of education and career options for northern Albertans.
  - co-sponsor an information clearinghouse with northern colleges that provides timely information on northern economic and employment trends and training needs.
  - provide funding for northern education option initiatives through the Northern LINKS Program. [Cross ministry initiatives - Economic Development Strategy and Aboriginal Policy Initiative]
  - support enhancement and further development of apprenticeship training for northern students, including the development/ delivery of pilot projects.
- Develop new initiatives and assist with other programs as required.

PERFORMANCE MEASURES

	1999-00 Actual	2000-01 Target	2001-02 Target	2002-03 Target	2003-04 Target
NADC Bursary recipients return service rate	74%	75%	Maintain 75%	Maintain 75%	Maintain 75%
Bursary Partnership Program matching funds committed	$125,950	$125,000	$130,000	$135,000	$140,000
Northern LINKS Program - % of students who expect to pursue post-secondary/trades education who indicate their participation in the Northern LINKS Project will ease their transition and encourage program completion	n/a	85%	Maintain 85%	Maintain 85%	Maintain 85%

Expense by Core Business

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
EXPENSE						
Core Business						
Aboriginal Relations	33,411	28,139	28,139	28,256	28,321	28,391
Northern Development	1,307	1,843	1,843	1,954	1,954	1,954
MINISTRY EXPENSE	34,718	29,982	29,982	30,210	30,275	30,345

Ministry Statement of Operations

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
REVENUE						
Internal Government Transfers	11,300	-	-	-	-	-
Other Revenue	159	161	161	45	45	45
MINISTRY REVENUE	11,459	161	161	45	45	45
EXPENSE						
Program						
Aboriginal Relations	11,427	8,055	8,055	8,365	10,801	11,268
Métis Settlements Governance	11,954	10,084	10,084	9,891	7,520	7,123
Northern Development	1,307	1,843	1,843	1,954	1,954	1,954
Métis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	10,000
Valuation Adjustments and Other Provisions	30	-	-	-	-	-
MINISTRY EXPENSE	34,718	29,982	29,982	30,210	30,275	30,345
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(23,259)	(29,821)	(29,821)	(30,165)	(30,230)	(30,300)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
Ministry Revenue	11,459	161	161	45	45	45
Inter-ministry consolidation adjustments	(11,300)	-	-	-	-	-
Consolidated Revenue	159	161	161	45	45	45
Ministry Program Expense	34,718	29,982	29,982	30,210	30,275	30,345
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**34,718**	**29,982**	**29,982**	**30,210**	**30,275**	**30,345**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(34,559)	(29,821)	(29,821)	(30,165)	(30,230)	(30,300)

APPENDIX

CROSS MINISTRY INITIATIVES

Aboriginal Affairs and Northern Development contributes to the successful achievement of all the cross ministry initiatives that have been identified as priorities for the Government of Alberta. The department co-champions the Aboriginal Policy Initiative, and plays a role in each of the other top priority cross ministry initiatives.

ABORIGINAL POLICY INITIATIVE

Following consultations with Aboriginal leaders, communities, industry, local governments, the federal government and other interested Albertans, the proposed Aboriginal Policy Framework was approved by Cabinet in September 2000.

The Government of Alberta's Business Plan (2001-04) contains a new Aboriginal goal (Goal 6), as well as an Aboriginal Policy Initiative that is one of the four cross ministry initiatives for 2001-04.

The Aboriginal Policy Initiative is focused on:

a) The development of Goal 6 ("The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans").

b) Assisting other Ministries with the development of Aboriginal strategies, performance measures and data collection and analysis for Ministry business plans.

c) The development of appropriate consultation procedures with respect to resource development on Crown land and the development of guidelines for traditional use studies.

d) Analysis of gaps and overlaps in provincial, federal, municipal and Aboriginal community programs, services and funding in Alberta. The Aboriginal Policy Framework also introduces a commitment to develop an Aboriginal Capacity Building Strategy.